

EdInsight Project Leadership Committees

The success of any statewide longitudinal data system does not rest upon the wisdom of any one person, but on the expertise and contributions of key leaders and stakeholders who are strategically engaged in the project. High quality project planning includes the identification of project leadership committees, each fulfilling a requisite role in shaping and executing the project. This document identifies the four committees needed—the Steering Committee, the Project Management Team, the Advisory Committee, and the Data Governance Committee—to navigate the policy, vision, work, and user input necessary to take a project from inception to completion, to enhancement and beyond.

STEERING COMMITTEE

Purpose and Function: DIRECT

Just as its name implies, the objective of the Steering Committee is to keep the project on course to successful completion. Projects that span multiple offices or programs within the Department of Education create a natural complexity requiring the direction of the Department's senior leadership. These chief decision makers are positioned to consider and resolve internal and external policy issues that surface as the project develops, and go beyond the authority of the Project Management Team. The Steering Committee serves to ensure the project reflects the overall objectives of the organization, taking into account the unique needs and challenges of individual programs and offices. It is the decision making body regarding data governance, acting upon the recommendations of the Data Governance Committee. Finally, the Steering Committee coordinates the implementation of separate but related projects that may share issues and resources. A summary of the Steering Committee's responsibilities is listed, below:

- Monitors and reviews the project at regular Steering Committee meetings
- Provides assistance to the project when required
- Resolves project conflicts and disputes, reconciling differences of opinion and approach
- Brings support and buy-in for the implementation of the application and associated business process changes
- Minimizes risks that threaten to compromise project success
- Champions the system within SEA, AEA, and LEA environments
- Guides development of the system
- Adopts and communicates data governance policies, as needed, to ensure data integrity and usability

Meeting Frequency

The Steering Committee should convene at the nexus of the beginning and ending of each task order to monitor project development and implementation. Additional meetings may be convened to address priority policy questions that need a decision prior to the end of a project task order.

Committee Membership

The Steering Committee should be led by a high level official within the Department of Education who has decision making authority regarding EdInsight and related projects. Additionally, the committee membership should include the EdInsight project managers, representatives from the data source owners, high-level decision-makers at the DE, and representatives of partner agencies, if any (e.g., Health and Human Services for early childhood). Optional members of the Steering Committee may include a staff representative from the General Assembly, and representatives of organizations who are influential in Iowa education (e.g., educator professional organizations, business, etc.). It is possible that the Steering Committee, Advisory Committee, and Data Governance Committee may share some members. Their memberships should not be identical.

ADVISORY COMMITTEE

Purpose and Function: SHAPE

The Advisory Committee provides a practitioner's perspective to the design, architecture and implementation of EdInsight, to ensure the project meets the needs of end users. The group of subject matter experts functions as a technical advisory committee, providing input regarding the state's education data needs. Members of the committee shape the project by collectively and individually lending their expertise to defining the content of EdInsight education data reports and EdInsight functionality. They interact directly with the Project Management Team and provide feedback from the field regarding project developments prior to their release. In addition to being the chief source of information in the requirements process, they serve as a test group for user acceptance testing. They are led by a member of the Project Management Team and generally work independently of the Steering Committee. The Advisory Committee serves solely in an advisory capacity, and is not expected to be a decision making body. Members are selected by, and serve at the will of the Project Management Team. A summary of the Advisory Committee's responsibilities is listed, below:

- Participates in needs definition, solution conception, and detailed requirements/joint application development in order to develop a solution that most effectively contributes to the goals of the project
- Provides formal feedback on solution designs and mockups
- Assists in the development of test cases
- Participates in testing and prototyping

- Receives training for usage of specific portions of the solution
- Contributes to the development of effective user training

Meeting Frequency

The Project Management Team in developing the project plan, identifies the key points in the project schedule in which the Advisory Committee should be strategically engaged. Generally, these times will include the following activities:

- Requirements
- Design
- Testing
- Training

Committee Membership

The challenge in selecting Advisory Committee members lies in balancing the need to have a committee of a manageable size with the need for the committee to be representative of users. The goal when naming an advisory committee is to have the smallest number of members possible while ensuring the membership includes:

- the geographic regions of the state
- different sized schools / districts
- the various user roles (e.g., teacher, principal, assessment director, special education specialist, district administrator, AEA director, state administrator...) at all levels of education administration, support, and delivery

DATA GOVERNANCE COMMITTEE

Purpose and Function: DEFINE

The Data Governance Committee serves as a separate and specialized advisory committee that defines the project's approach to master data management. The Data Governance Committee creates its mission statement, goals and objectives, which ultimately define the data culture of the DE. The chief role of the Data Governance Committee is to identify data issues and propose recommended solutions. Since it has no policy making authority, the Data Governance Committee provides the Steering Committee with the recommendations needed to adopt policies that ensure the quality, availability, security, and usability of Iowa education data for purposes of the Iowa Data Warehouse Solution (EdInsight). The group is the subject matter authority regarding data processes. The Data Governance Committee identifies the business rules required to make certain data are current, consistent and accurate. It maintains a log of critical data issues, including their status and resolution, and shares the updated list with the Project Management Team. The scope of the group initially is limited to EdInsight, and may expand to other areas of the Department of Education based on the successful implementation of data governance for EdInsight. While the Data Governance Committee receives issue

referrals from the Project Management Team, it functions independently from the team, unlike the project's other two committees. A summary of the Data Governance Committee's responsibilities is listed, below:

- Makes recommendations on data policies and solutions to data issues to the Steering Committee
- Identifies data issues (such as multiple sources of data having differing data definitions for the same term) and proposes solutions
- Maintains and shares with the Project Management Team a data issue and resolution log
- Creates and maintains a source specific data collection calendar
- Develops recommended business rules to ensure data quality and consistency
- Identifies the data source of record for data elements with multiple sources

Meeting Frequency

At a minimum, the Data Governance Group should meet monthly, but should allow for more frequent meetings as priority issues arise.

Committee Membership

Members of the Data Governance Committee should include a representative from each of the data sources contributing to EdInsight (Project EASIER, ITP, and IMS). The committee should be representative of the major data stewards in the DE and should include the two chairs from the DE's data quality group. Additionally, the Data Governance Committee should have one person responsible for leading the group and overseeing master data management.

PROJECT MANAGEMENT TEAM

Purpose and Function: ENGINEER

The Project Management Team oversees the day-to-day operations of the planning, design, production and implementation of the Iowa Data Warehouse Solution. It has decision-making authority for all policy that is exclusive to the project. It combines the talents and expertise of the Iowa Department of Education and Claraview to develop a project vision, plan, and accompanying foundation documents that direct the steps and processes needed to fulfill the project. The team functions as one unit to develop a detailed project plan and schedule that sets the pace of the project. It determines what resources are needed to complete tasks and provides the documentation of project work that allows the team to approve a task as satisfactorily completed. The Project Management Team continuously evaluates the execution of the project, identifying potential risks to the project, and actions to mitigate them. The team engages both the Steering Committee and the Advisory Committee on a regular basis (according to the project schedule), and calls additional meetings of these groups as needed. Additionally, it refers data issues to the Data Governance

Committee as they arise, and supports the committee in developing a resolution. Ultimately, it is the responsibility of the Project Management Team to deliver the Iowa Data Warehouse Solution. A summary of the Project Management Team's responsibilities is listed, below:

- Develops project plan and schedule
- Defines and controls project scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed business requirements
- Provides funding/budgetary guidance and management for the project
- Engages the Steering Committee and Advisory Committee on a regular and as needed basis
- Refers data issues to the Data Governance Committee
- Composes and adopts foundation documents that guide the work of the project
- Manages project risk through methodical identification and mitigation of risk
- Conducts requirements, design, production, testing, and implementation of project
- Documents project work
- Reviews and approves project deliverables
- Provides the work required to complete the project on time and on budget.

Meeting Frequency

At a minimum, the Project Management Team meets weekly, and may meet more frequently on an as-needed basis.

Committee Membership

The team is co-led by the Iowa Department of Education (DE) Project Co-Managers and the Claraview Project Manager. Additionally, DE, and Claraview staff serve in the key roles needed for project completion as outlined in this document.